



# 75th MORSS CD Cover Slide

## UNCLASSIFIED DISCLOSURE FORM CD Presentation

712CD

For office use only 41205

12-15 June 2007, at US Air Naval Academy, Annapolis, MD

**Please complete this form 712CD as your cover page to your electronic briefing submission to the MORSS CD. Do not fax to the MORS office.**

**Author Request (To be completed by applicant) - The following author(s) request authority to disclose the following presentation in the MORSS Final Report, for inclusion on the MORSS CD and/or posting on the MORS web site.**

Name of Principal Author and all other author: Mark Gerner

Principal Author's Organization and address:

CALIBRE Systems, Inc.  
6354 Walker Lane  
Alexandria, VA 22310-3252

In support of:  
Office of Chief of Army Reserve, G-3

Phone: 703-244-4198

Fax: 703-797-8501

Email: mark.gerner@calibresys.com

Original title on 712 A/B: The Army Reserve and SSTR

Revised title: Building Force Depth for Stability Operations

Presented in: WG 22

This presentation is believed to be:  
**UNCLASSIFIED AND APPROVED FOR PUBLIC RELEASE**

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE <b>01 JUN 2007</b>		2. REPORT TYPE <b>N/A</b>		3. DATES COVERED <b>-</b>	
4. TITLE AND SUBTITLE <b>Building Force Depth for Stability Operations</b>				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>CALIBRE Systems, Inc. 6354 Walker Lane Alexandria, VA 22310-3252</b>				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release, distribution unlimited</b>					
13. SUPPLEMENTARY NOTES <b>See also ADM202526. Military Operations Research Society Symposium (75th) Held in Annapolis, Maryland on June 12-14, 2007, The original document contains color images.</b>					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT <b>UU</b>	18. NUMBER OF PAGES <b>37</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			

# *Building Force Depth for Stability Operations*

Mark Gerner

703-244-4198

[Mark.Gerner@calibresys.com](mailto:Mark.Gerner@calibresys.com)

Mark.Gerner.calibre@ocar.army.pentagon.mil

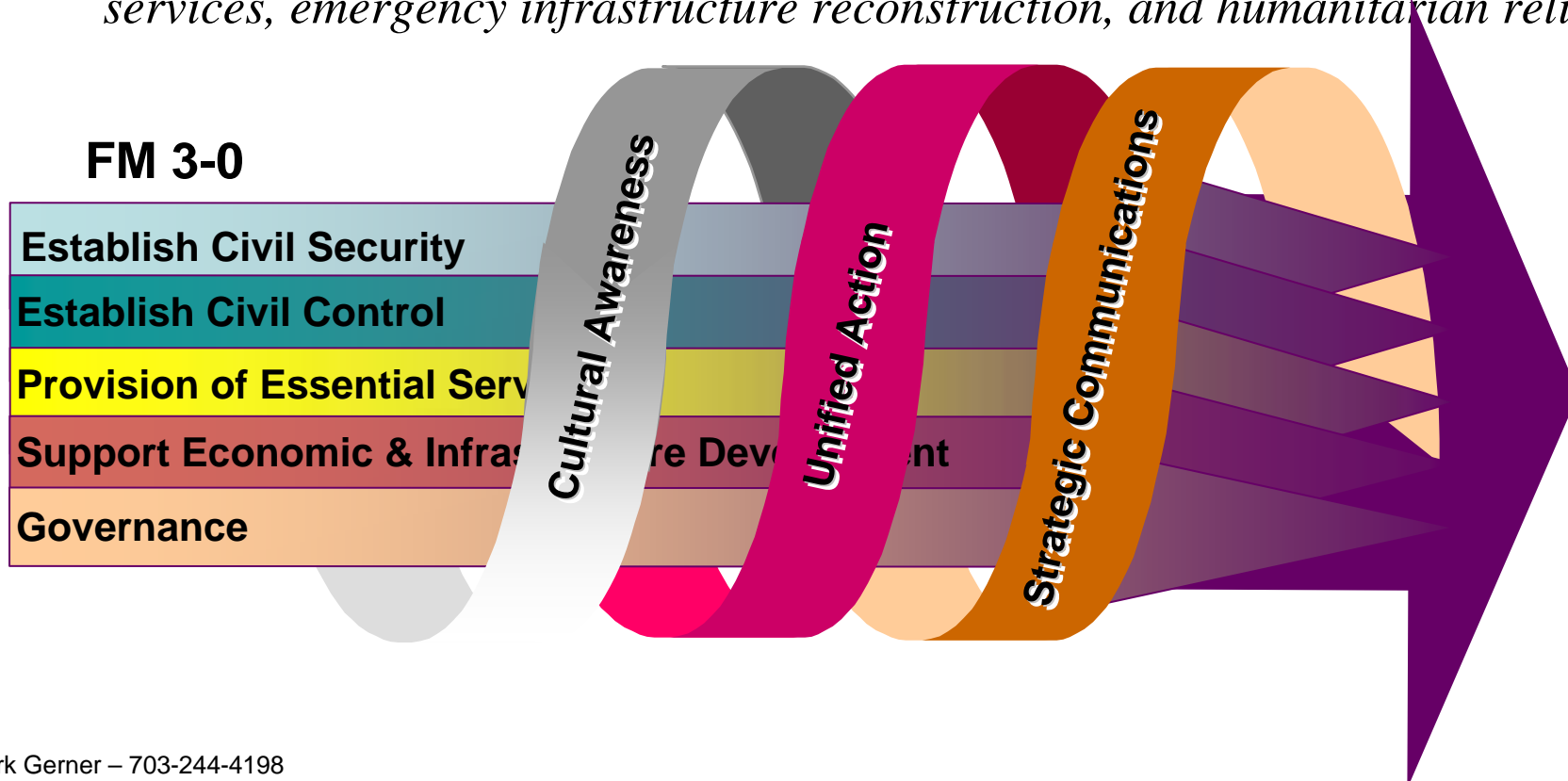
# *Agenda*

- **Stability Operations Concept**
- **Framework for analysis**
  - *Arrays of capabilities, Facts of the Problem, Echelons, Regional vs. Expeditionary, Rotational Packages*
- **Tailor the Force – Train the Force**
  - *Cyclic Training Strategy, Capabilities in Packages*
  - *“Parts to Packages,” Army Reserve functions*
- **What Has Changed ?**
- **Operational Concept for Stability Operations**
  - *Scenario: Illustration of Medical capability for SO*
- **Next steps - rotational analysis in Force Program**
  - *Highlight contributions of the Army Reserve*

# Stability Operations

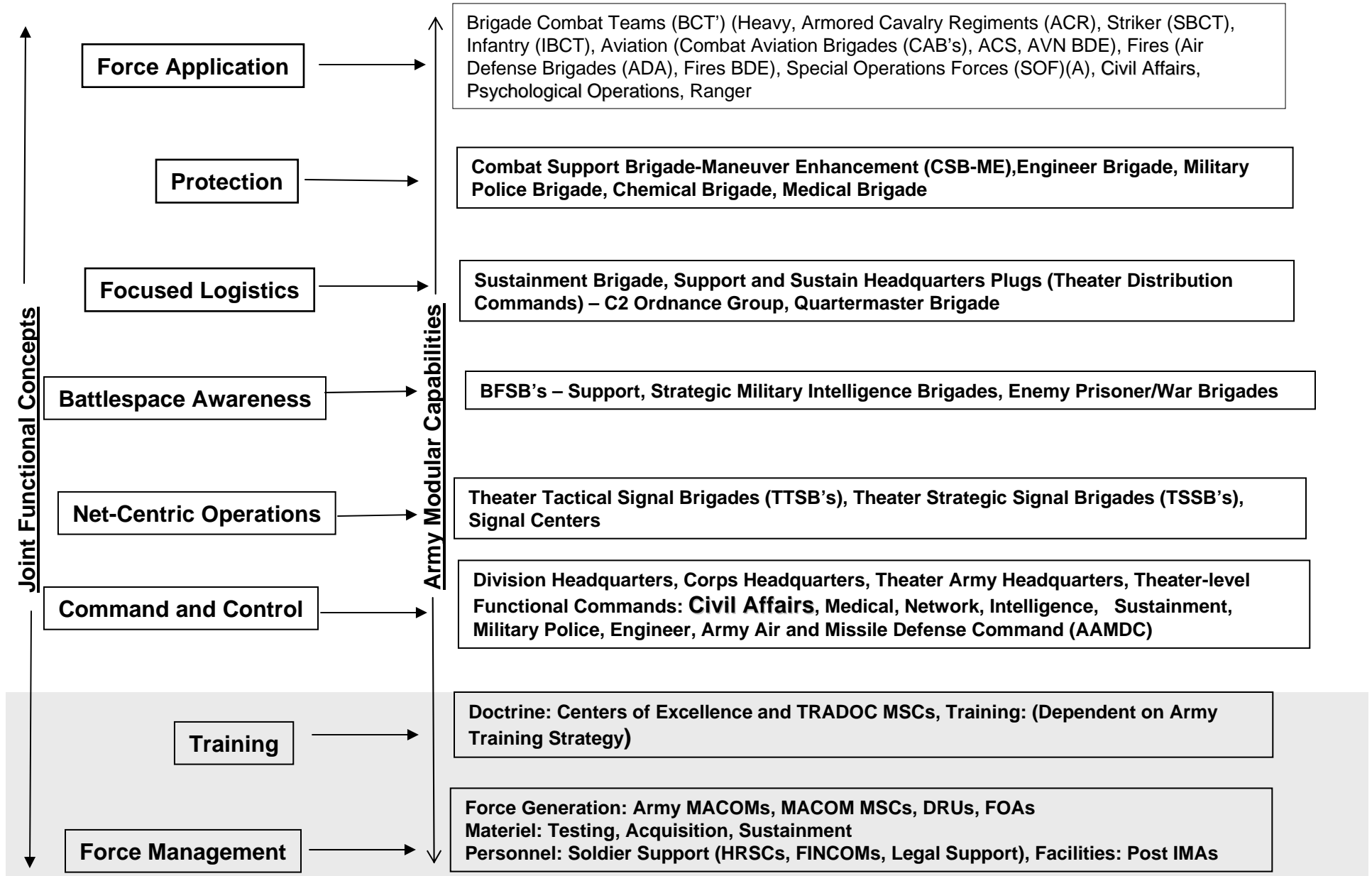
## Definition (Joint Publication 3-0):

*Various military missions, tasks, and activities conducted outside the US in coordination with other instruments of national power to maintain or re-establish a safe and secure environment, provide essential government services, emergency infrastructure reconstruction, and humanitarian relief.*



# *Framework For Analysis*

# Joint Concepts - Army Capabilities



# Facts of the Problem

## Army Organization and Process

- *Army has moved from 4 to 3 Echelons:*
  - *Army Service Component Commands and Corps have few fixed formations*
- *Force tailoring process has changed*
- *Force Generation over force provision*
- *Capabilities based*

## Capability Based Planning

### Capability 1

#### Expeditionary Force Capabilities

*Rotational force factors built into the program. Capability likely stationed in CONUS*

#### Regional Focused Capabilities

*No rotational factors for the force program. Capability might be stationed in theater or in CONUS.*

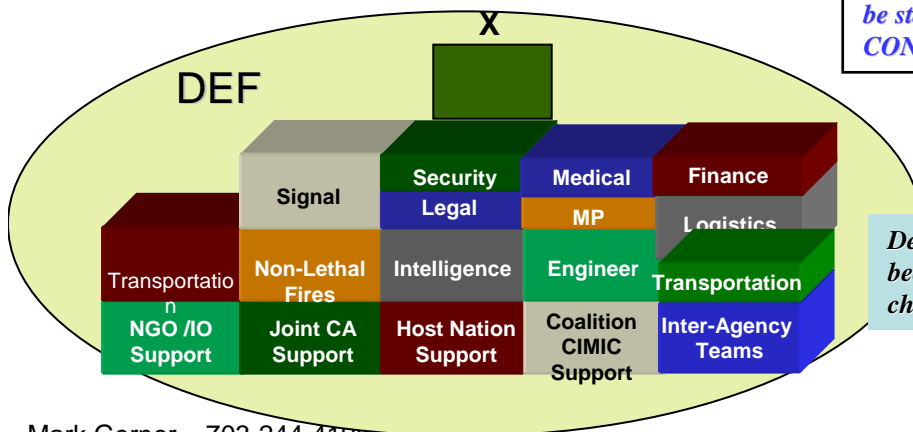
### Capabilities 2 through ...

#### Expeditionary Force Capabilities

#### Regional Focused Capabilities

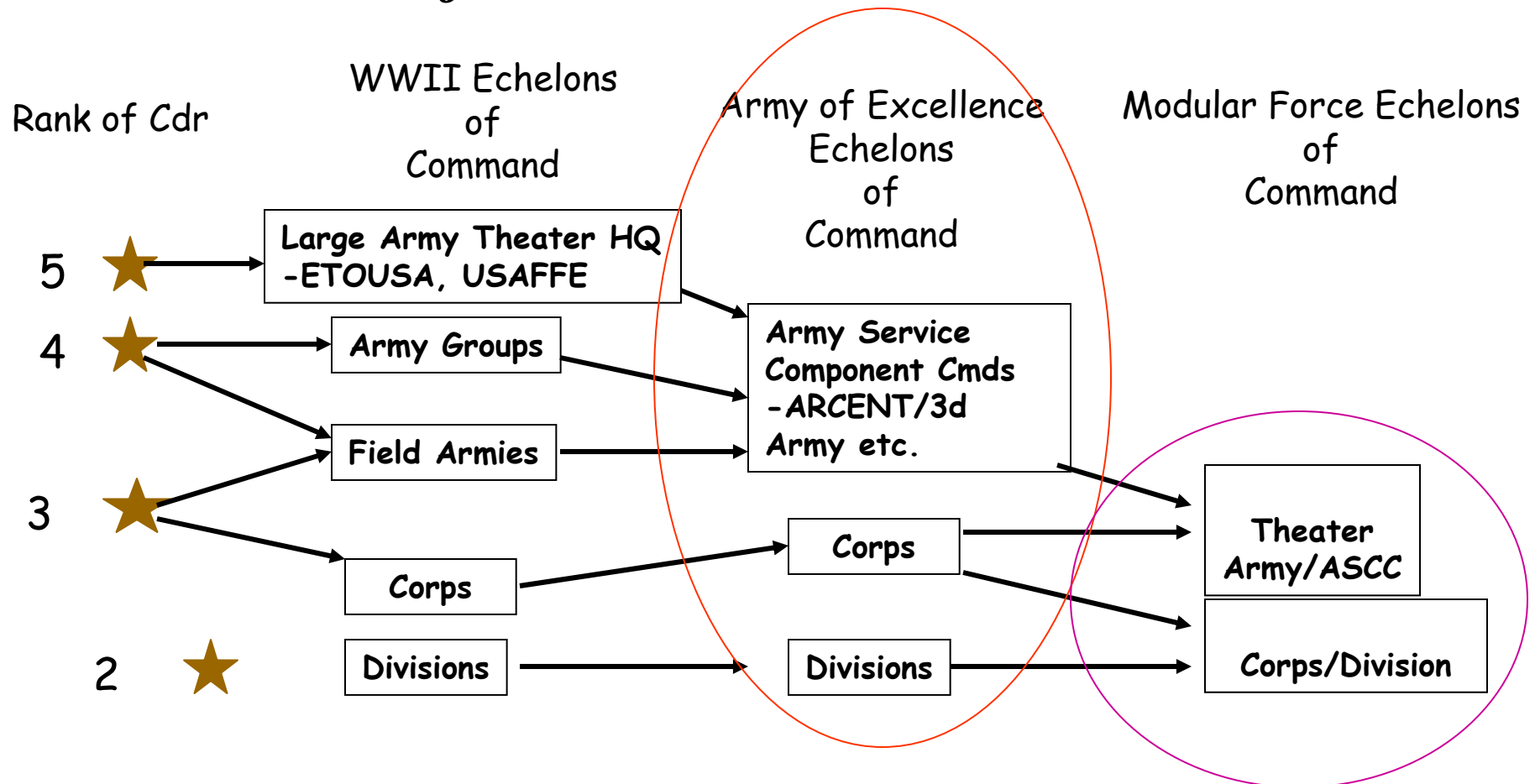
*Each capability must be prepared and trained, as well as programmed for either theater focus or*

*Deployment force must be tailored because force provision within theater has changed...*



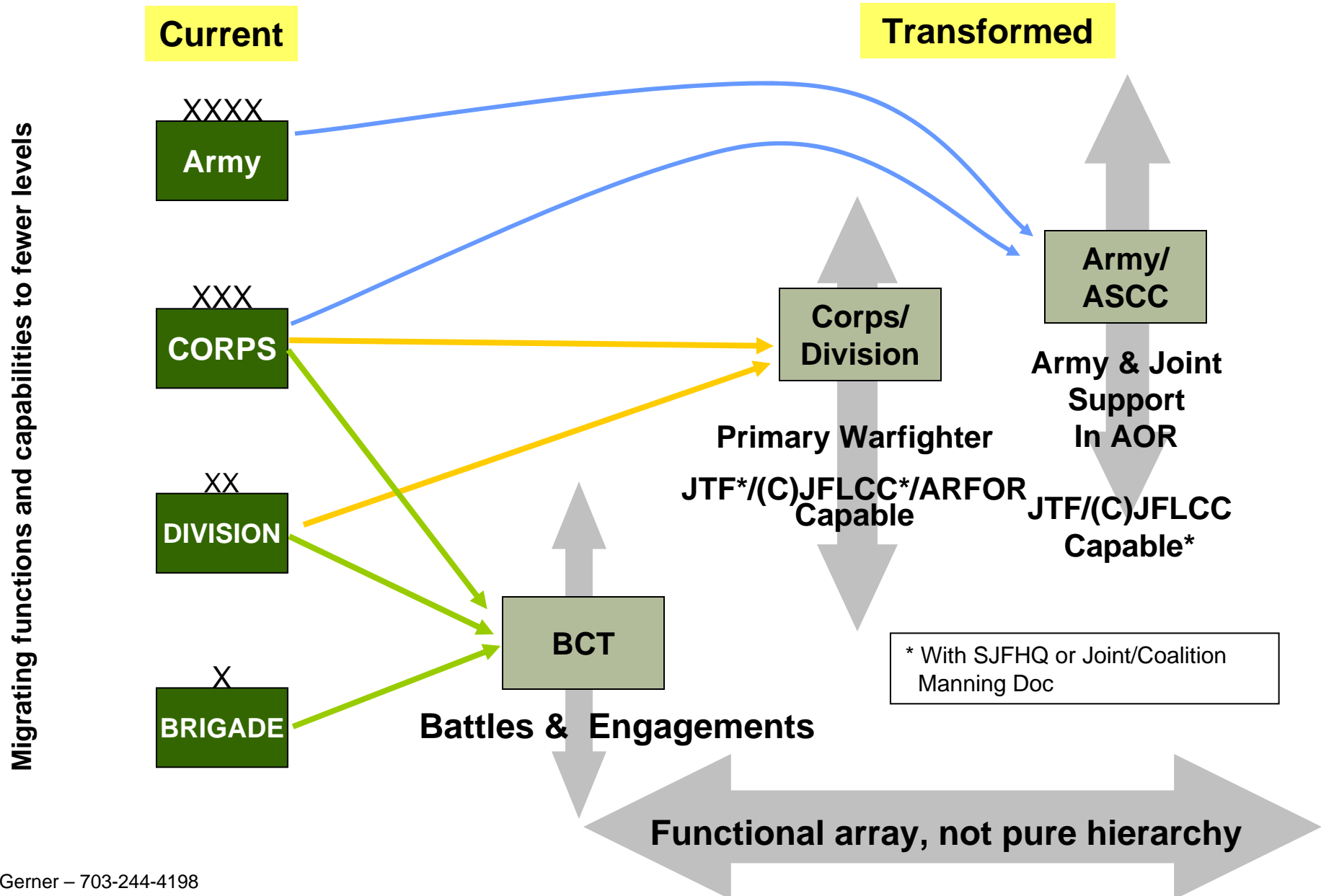


# *Reductions of Echelons since World War II*



Since World War II, the Army has reduced its larger echelons of command from five above regiment/brigade to three in the 1990s. While the size of Army forces have also gone down the complexity and strategic significance of Army operations have increased. Now the Army is transforming to only two echelons above brigade.

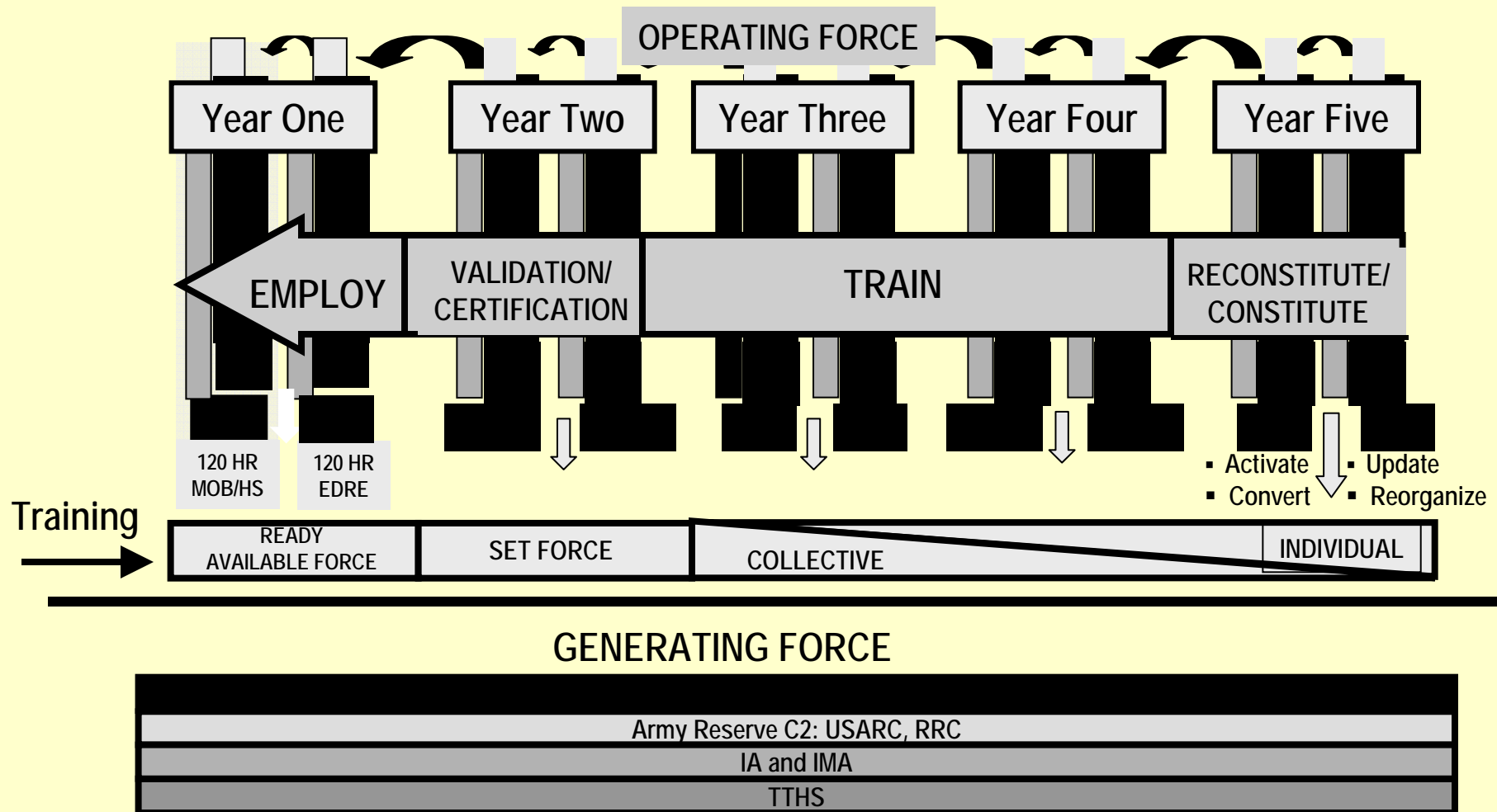
# *Echelons Transformed*



# *Tailor and Package Capabilities through Training Strategy*

# Cyclic Readiness - Training Strategy

- Methods to meet surge requirements built into force management of packages
- Number of packages x mission responsibility time = cycle time.
- Mission responsibility time is directly related to training time -- cycle time minus mission time roughly equals available training time.

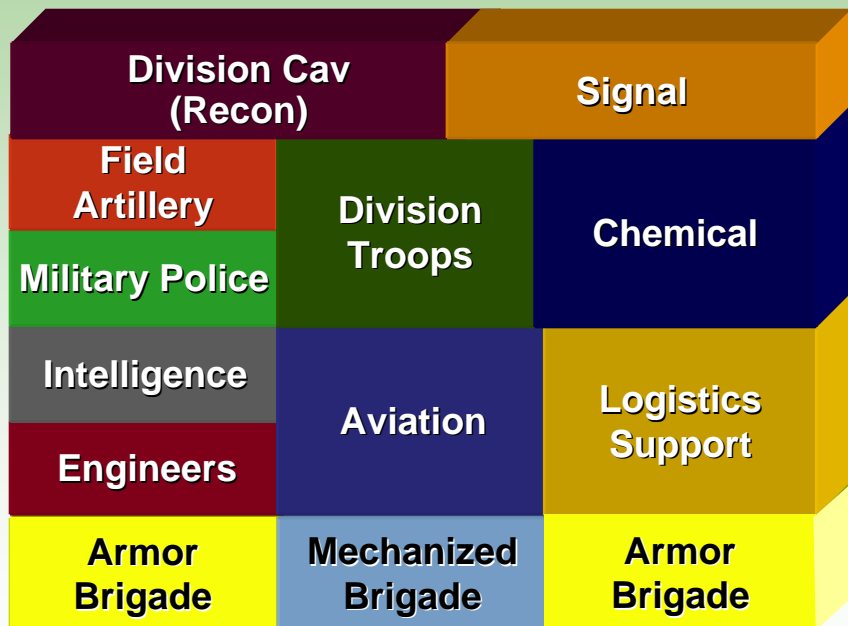


# Redesigned Operational Army

**FROM:** An Army based around large, powerful, fixed organizations

XX

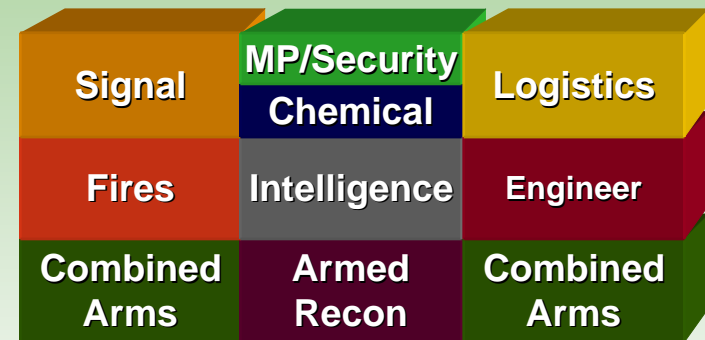
Division



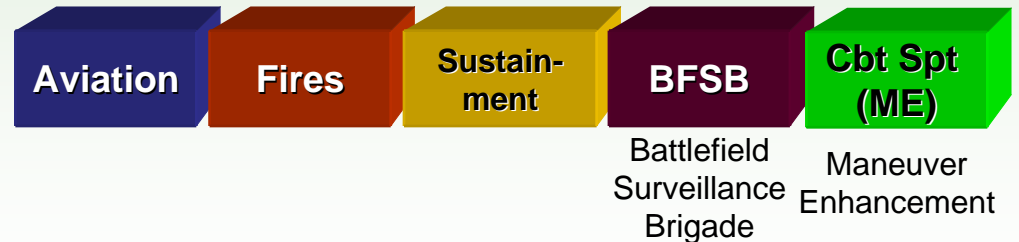
**TO:** An Army designed around smaller, more self-contained organizations

X

Brigade



... and modular multi-functional Support Brigades

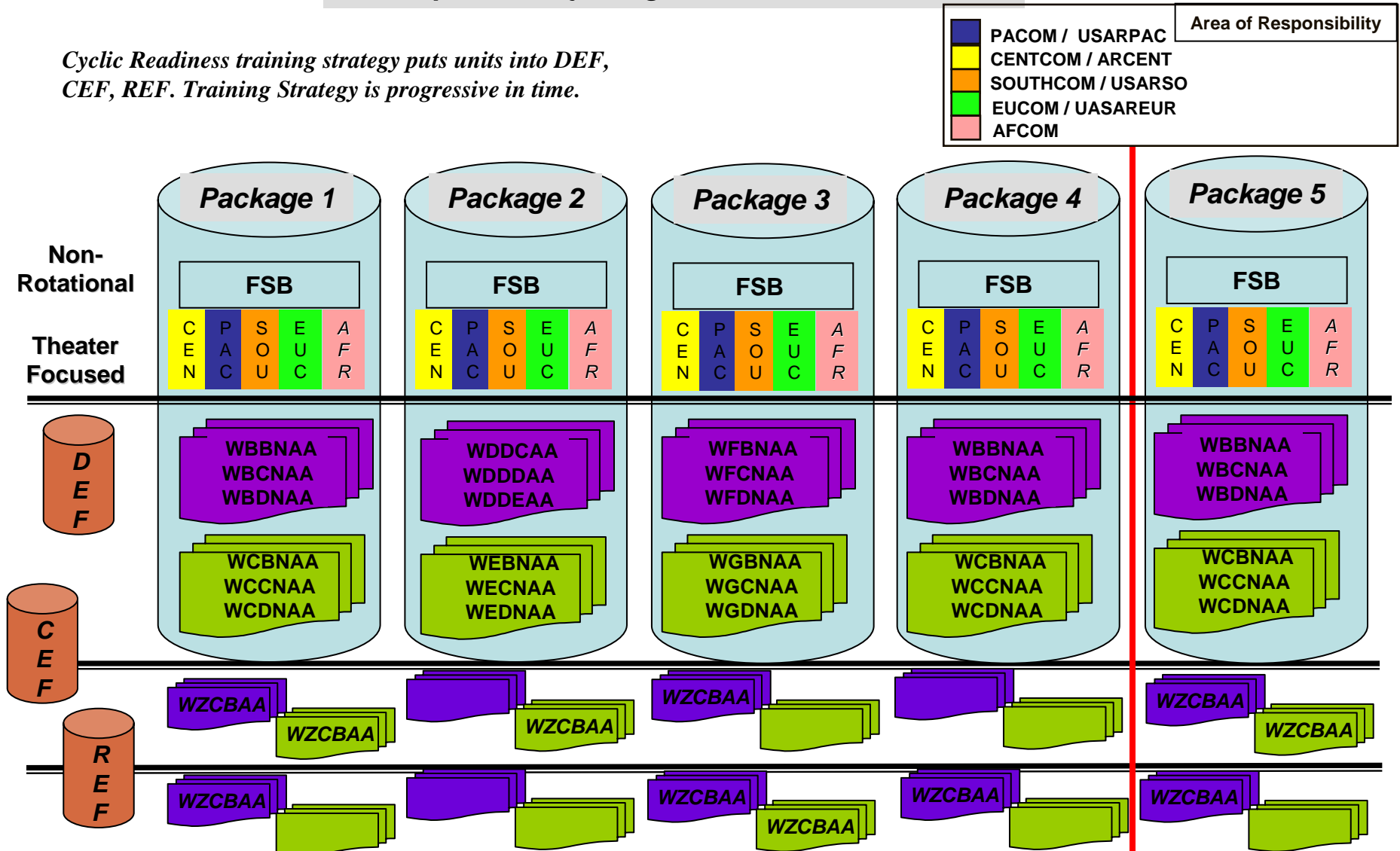


***A More Ready and Relevant Force***

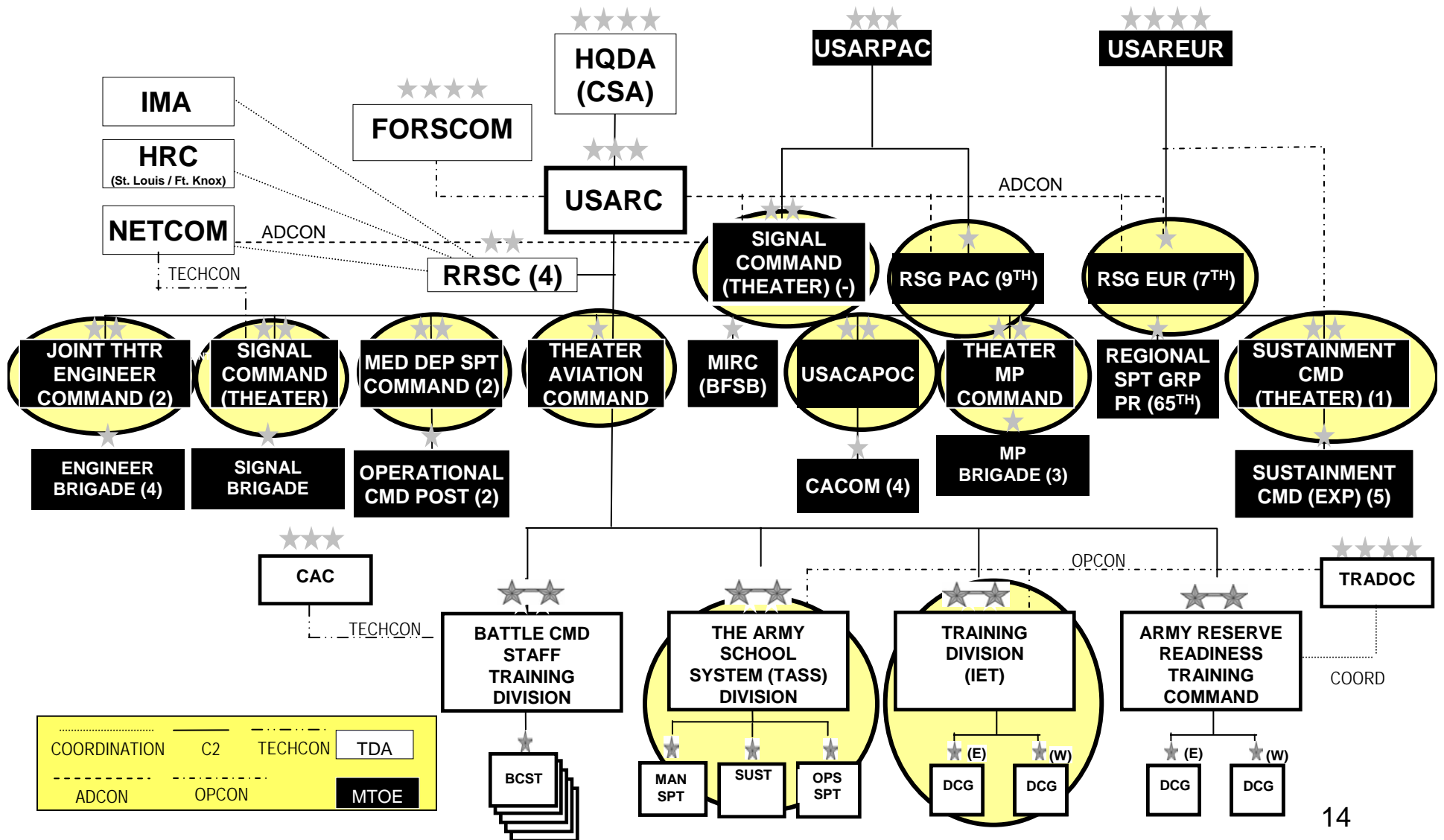
# Capacity = Capability / Time

## Expeditionary / Regional Focused Forces

*Cyclic Readiness training strategy puts units into DEF, CEF, REF. Training Strategy is progressive in time.*

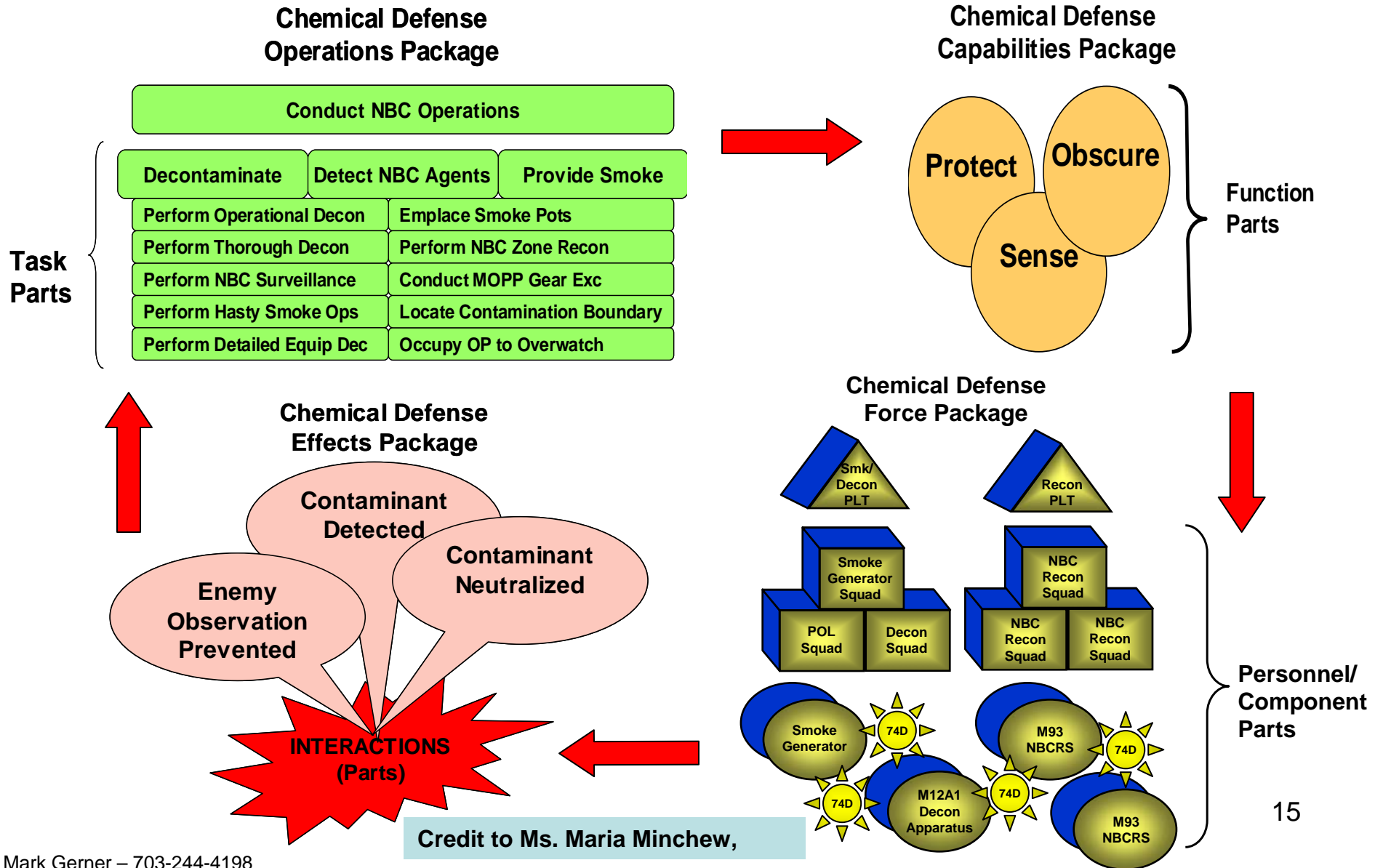


# *The Army Reserve: Potential for Stability Operations*



*Example - “Part to Package”*

**Situation: Chemical threat exists.  
Friendly force must develop COA(s) to  
deal with threat.**





*The “Old Way:*  
*Army Corps and ASCC's*

## *The Way It Was: Corps and Theaters:*

*Driven by large requirements for defined ground campaigns, logistics and CS and CSS assets were programmed. The focus for the model was echelons and formations, enabling a deliberate timeline for force buildup for a land campaign against a defined enemy. Two major scenarios, NE Asia and SW Asia provided the illustrative plans for scenarios. From these results, the Army would find within them the means to fulfill missions for stability operations and other requirements through force tailoring and task organizing structures that were meant principally for support of US soldiers and service members engaged in war.*

## *The Way It Was: Corps and Theaters*

- **Corps:**
  - A tactical organization performing missions within a designated Area of Operation - Designed against requirement ~350 personnel
- **ASCC:**
  - *Required component headquarters for Army and land operations planning and maintains linkages to joint, multinational, interagency, non-government organizations, and international organizations in support of the combatant commander.*
  - *Supports the complete AOR of the combatant commander.*
  - *Has forces and roles not to be subordinated to corps. Manages international efforts as determined by commander- other services and allies*
  - *Provides Administrative control (ADCON) and logistical support to all Army forces (ARFOR) provided under the operational control (OPCON) of other joint or multinational headquarters. Also provides user common user logistical support (CUL) to other services, NGO's, multinational partners, or non military governments.*
  - *Conducts major land operations as an ARFOR or functional joint land force component commander (JFLCC) to support theater campaign plan...*

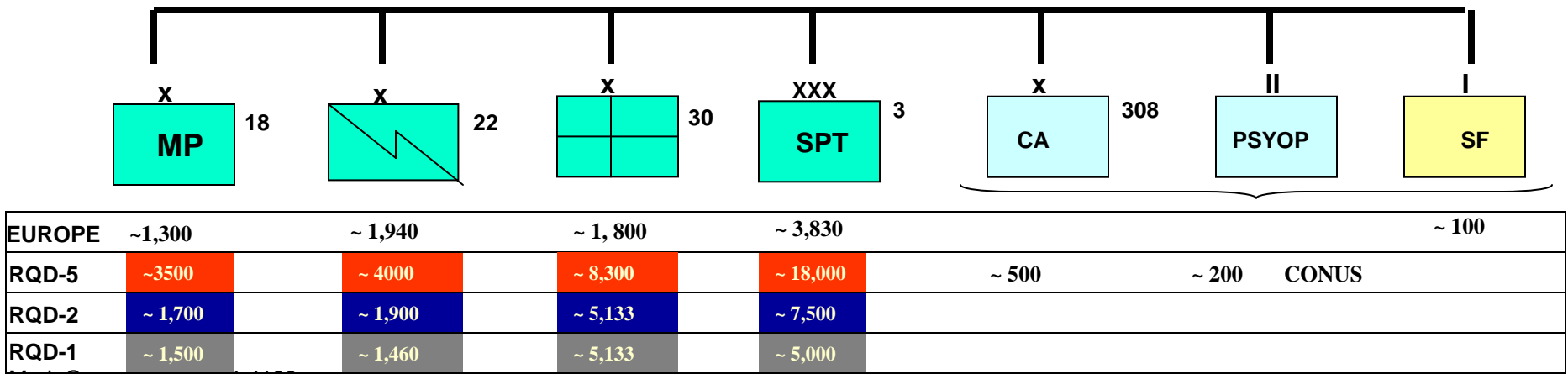
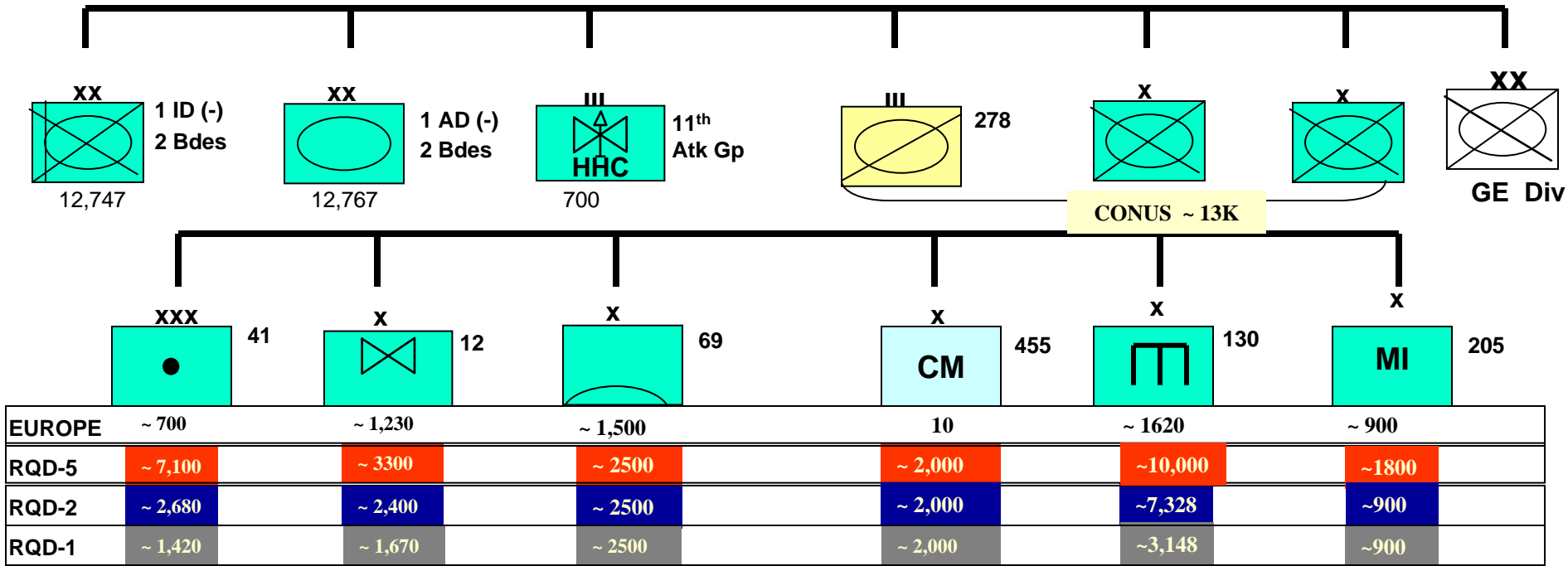
**•The complexity of the operation, not the number of troops, drives the C2**

Maneuver – 5 divs ~75K	Corps Base, 5 divs ~41K
Maneuver - 2 + divs ~32K	Corps Base, 2 + divs ~30K
Maneuver -1 div + ~18K	Corps Base, 1 + divs ~25K

# V ARMY CORPS

XXX  
 ~ 42,000 in Europe  
 ~ 116,400 Req - 5 Divs (75K + 41,378)  
 ~ 62,000 Req - 2 Divs (32K + 30,118)

Active  
 USAR  
 ARNG



## *Doctrinal Estimates of Required Forces for OIF*

### *Immediately before OIF*

#### Divisions x 5 ~75K

- 1AD...15K
- 1 ID...15K
- 101....17K
- 3<sup>rd</sup> .....15K
- 10 ...10K
- 2 LCR..3K

#### Corps Base (5 Divs)~61K

- Artillery
- Aviation
- ADA
- Chemical
- Engineer
- MI

#### ASCC (5 Divs)~50K

- EPW/IR    •BCD
- ENCOM    •SOF
- MEDCOM   •AAMDC
- SIGNAL    •MP
- MI        •TSC

5 Divisions    ~186K total

#### Divisions x 2 ~32K

- 1AD...15K
- 1 ID...15K
- 3 (-)/2LCR..2K

#### Corps Base (2 +Divs) ~30K

- Artillery
- Aviation
- ADA
- Chemical
- Engineer
- MI

#### ASCC Base (2 +Divs) ~35K

- EPW/IR    •BCD
- ENCOM    •SOF
- MEDCOM   •AAMDC
- SIGNAL    •MP
- MI        •TSC

2 Divisions    ~97K total

*Proportionally reduced capabilities  
in EPW/IR, ENCOM, MEDCOM,  
Signal, MP, TSC*

#### Divisions x 1~18K

- 1 ID...15K
- SBCT/ACR..3.6K

#### Corps Base (2 Divs) ~25.5K

#### ASCC Base (1+Div)~35K

1 Division    ~79K total

#### "Troop Lists"

Corps Troops ---61,000  
5 Divisions -- ~72,000  
ASCC Troops -- ~50,000

- SOF - 2,000
- TSC - ~20,000
- AAMDC - ~ 2,000
- Signal Command - ~5,000
- 513<sup>th</sup> MI Bde - ~3,000
- Engineer Command - ~ 10,000
- Chem Bde - ~ 2,000

#### Additional Requirements ?

Internment and Resettlement: ES Brigades?  
RSOI troops – ASCC  
Pre and Post Hostilities Requirements – ARNG  
Exploitation – AC and ARNG formations

*The “New Way:*  
*Modules of Capabilities*

# *Today: Joint, Interagency, Multinational (JIM)*

- *Joint Interagency and Multinational (JIM) Environment*
- *Joint Operationg Concepts supported by Joint Functional Concepts*
- *Corps and Theaters - few fixed large formations*
- *Modules of capabilities, ready for application, minimal tailoring*
- *Theater fixed capabilities – allocated to areas*
- *Depth of capabilities - defined by the limits of the program and needs of each theater.*
- *Cyclic readiness depends on depth of modular of capabilities as much as on number of major commands are approved in the force.*
- *Army component, by implied tasks, holds major policy and planning at OGA levels (DODD 3000.05)*
  - *Each component (Civil Security, Civil Control, Essential Services, Economic Infrastructure, Governance) requires UJTL like analysis and consequent training strategies.*

## *Focus: Operational Medical Capabilities*



## *Scenario: Tailoring for Stability Operations*

- *Medium to large scale international and USG led effort to “stop the dying and the killing” in a nation in ME or Africa. Nearly 1M people are in multiple camps, held under extreme conditions. US decides the effort begins in 2 weeks. US military, through a RCC and JFCOM as force provider, icw US SOCOM is directed to respond to USG lead, DOS.*

- **Mission Analysis determines that a strategic-operational task is to counter the conditions of spreading disease, famine, and displacement. Host Nation (HN) authority and support is unclear. US operates as a lead agent for UN. HN authority to move populations to safer conditions is unclear.**
- **UN HCR icw US establishes conditions for intent to organize people into tribes, provinces, or in any other manner. Death rate will increase. Rapid spread of at least three biological threats.**
- **JFC has authority to organize forces into any form necessary. Initial operational estimates are that these capabilities will heavily favor the following needs:**
  - **Establish security for displaced populations**
  - **Military CSS applied to limit spread of disease**
  - **Medical capabilities in response to OGA and IA**
  - **Medical Force is authorized to set standards of care**

# Medical Capability Concept

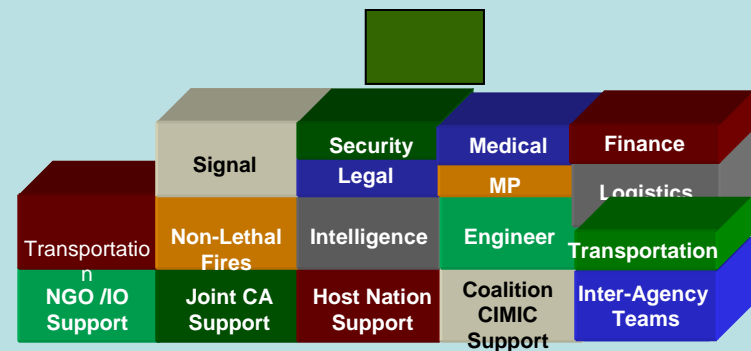
## Then – Tasks and Formations

- UJTL Tasks: Medical Related
- SN Task 4: Provide Sustainment
  - SN 4.3: Provide personnel support
  - SN 4.3.3: Coordinate Defensewide Health Services
- SN Task 8: Foster multinational and interagency relations
  - SN 8.1: Support Other nations or Groups
  - SN 8.1.2: Support Nation Assistance programs
  - SN 8.1.3: Support Peace Operations
  - SN 8.1.4: Support Military Civic Action
  - SN 8.1.5: Conduct Foreign Humanitarian Assistance and Civic Assistance
  - 8.1.9: Cooperate with NGO and PVO.
- SN Task 8.2: Provide DoD/Govt wide support
  - SN 8.2.1: Support DoD and Joint Agencies
  - SN 8.2.2\_ Support OGA
  - SN 8.2.3: Support Evac of Non Combatants
  - SN 8.2.4: Assist Civ. Def.
- SN Task 4: Sustain Theater Forces

## Now

- METT T assesment calls for force capabilities organized around stability operations
- Implied tasks include provision of Public Health and Humanitarian Assistance
- Coordination with UN, OGA, PVO for care that includes direct care for indigenous populations
- Assemble other capabilities for comprehensive life saving Med Spt
- ***Functional Brigades whose capabilities will be tailored into a package to contribute to the effort:***

*Medical Brigades of the past responded with large formations in direct support of SN and ST tasks. Medical capabilities for Stability Operations meant an interpretation of this incomplete, illustrative set of tasks, combined with force provision of Army Medical formations, tailored to change from combat orientation to Stability or HA*



# *Start Point: AMEDD*

++  
**MDSC**  
(08640G000)

X  
**MSC**  
(08420G000)

||  
**MULTIF  
MED BN**  
(08485G000)

||  
**CSH**  
(08945A000)

|  
**GROUND  
AMBULNCE**  
(08453A000)

|  
**AREA SPT  
DENTAL**  
(08473A000)

|  
**MED LOG  
SPT CO**  
(08490G000)

|  
**AREA SPT  
MED CO**  
(08457A000)

|  
**MED LOG  
CO**  
(08480G000)

■ ■ ■  
**VETERINRY  
MEDICINE**  
(08423A000)

■ ■ ■  
**BLOOD  
SUPPORT**  
(08489A000)

■ ■ ■  
**CBT OPER  
STRSS CTL**  
(08460G000)

■ ■ ■  
**PREVENTV  
MEDICINE**  
(08429A000)

■ ■ ■  
**VETERINRY  
SERVICES**  
(08440A000)

■ ■ ■  
**FST**  
(08518LA00)

■ ■ ■  
**MIN CARE**  
(08949A000)

■ ■ ■  
**FST  
(ABN)**  
(08518LB00)

■  
**HEAD &  
NECK**  
(08527AA00)

■  
**PATHOLGY  
HOSP AUG**  
(08537AA00)

■  
**OPTOMTRY**  
(08567GA00)

■  
**SPEC CARE  
HOSP AUG**  
(08538A000)

■  
**RENAL  
HEMODIA**  
(08537LB00)

■  
**AREA MED  
LABORTRY**  
(08668A000)

■  
**INFECTIOUS  
DISEASES**  
(08537LC00)

■  
**MED LOG  
MGT CTR**  
(08670G000)

# *Start Point: AMEDD*

## *Capabilities*

**Mission:** To provide hospitalization and outpatient services for all classes of patients within the Theater Army.

### **Capabilities (summarized) :**

- 248 patients. 2 hospital companies, one 84 bed and one 164 Bed. 4 wards w intensive nursing care for up to 48 patients, 10 wards providing intermediate nursing up to 200 patients.
- CSH provides C2 for all attached units
- Early Entry Hospitalization Element (44 Bed), Hospital Company (84 Bed) forms stand alone hospitalization for up to 72 hours without further logistical support. Command and control of all organic/ attached units, to include medical planning, policies, and support operations.
- Hospital Augmentation Element (40-Bed), Augmentation support for command and control, operations, personnel section, logistical, communications support, information management, and laundry operations.
- Headquarters Section,
- Transportation Element, HHD, 248-Bed CSH.

## *Support Concept*

–Support ARFOR, JFC, and DOS, to include coordination with NGO and PVO

–Deliver capabilities upon arrival, prepared to interface with USG, OGA and PVO, NGO, International services for HA crisis

–Capabilities organized around effects.

–Public Health and Welfare

–Missions associated with the operational concept, then for sustainment of the force itself,

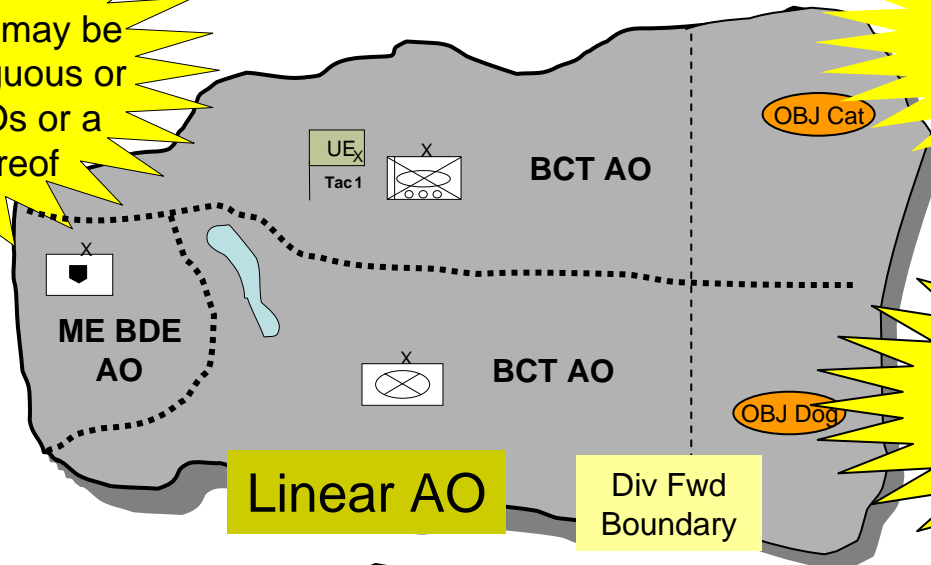
–Simultaneously, plan for the OGA and PVO coordination planning

–Tailor the C2

# Defining the Area of Operation

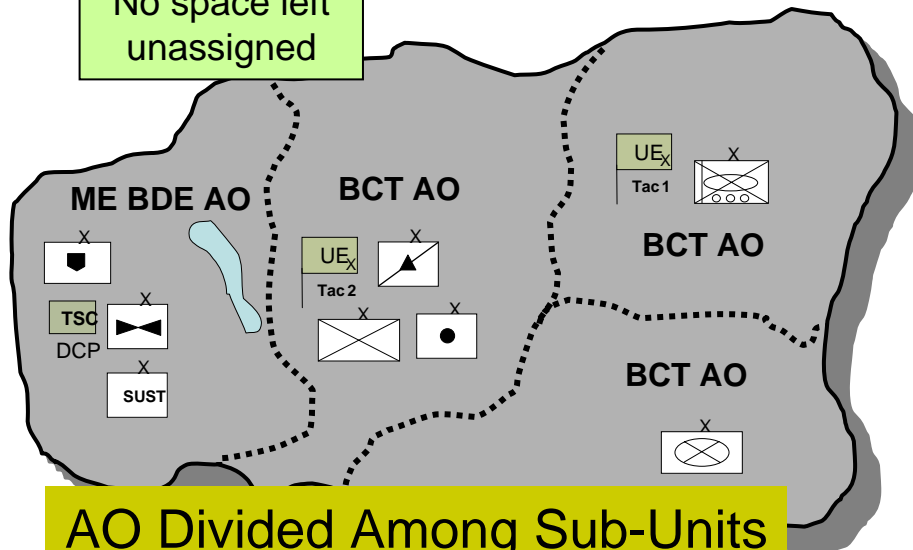
At each echelon of command, the area may be subdivided as contiguous or non-contiguous AOs or a combination thereof

Within an AO, subordinate units may provide complementary capabilities and mutual support

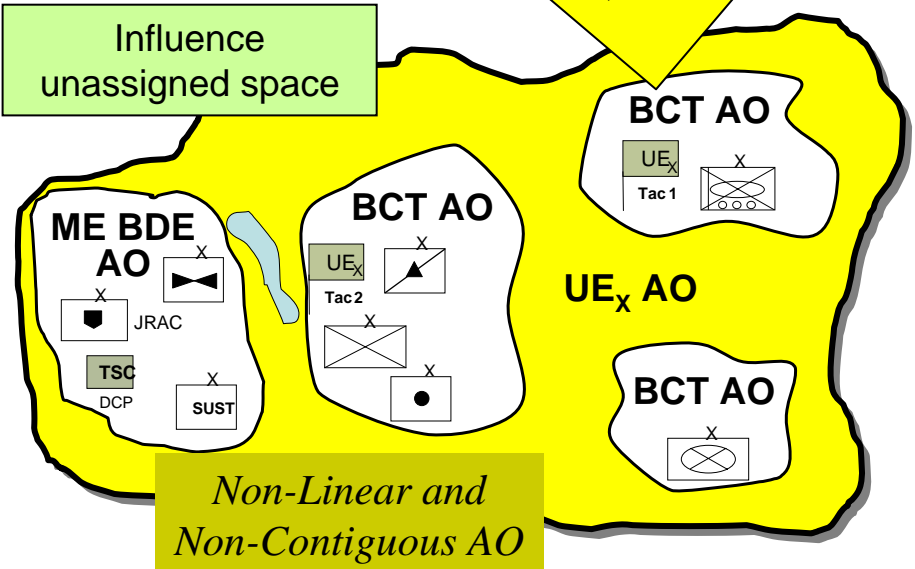


Division of AO's among like units may differ based on METT-TC

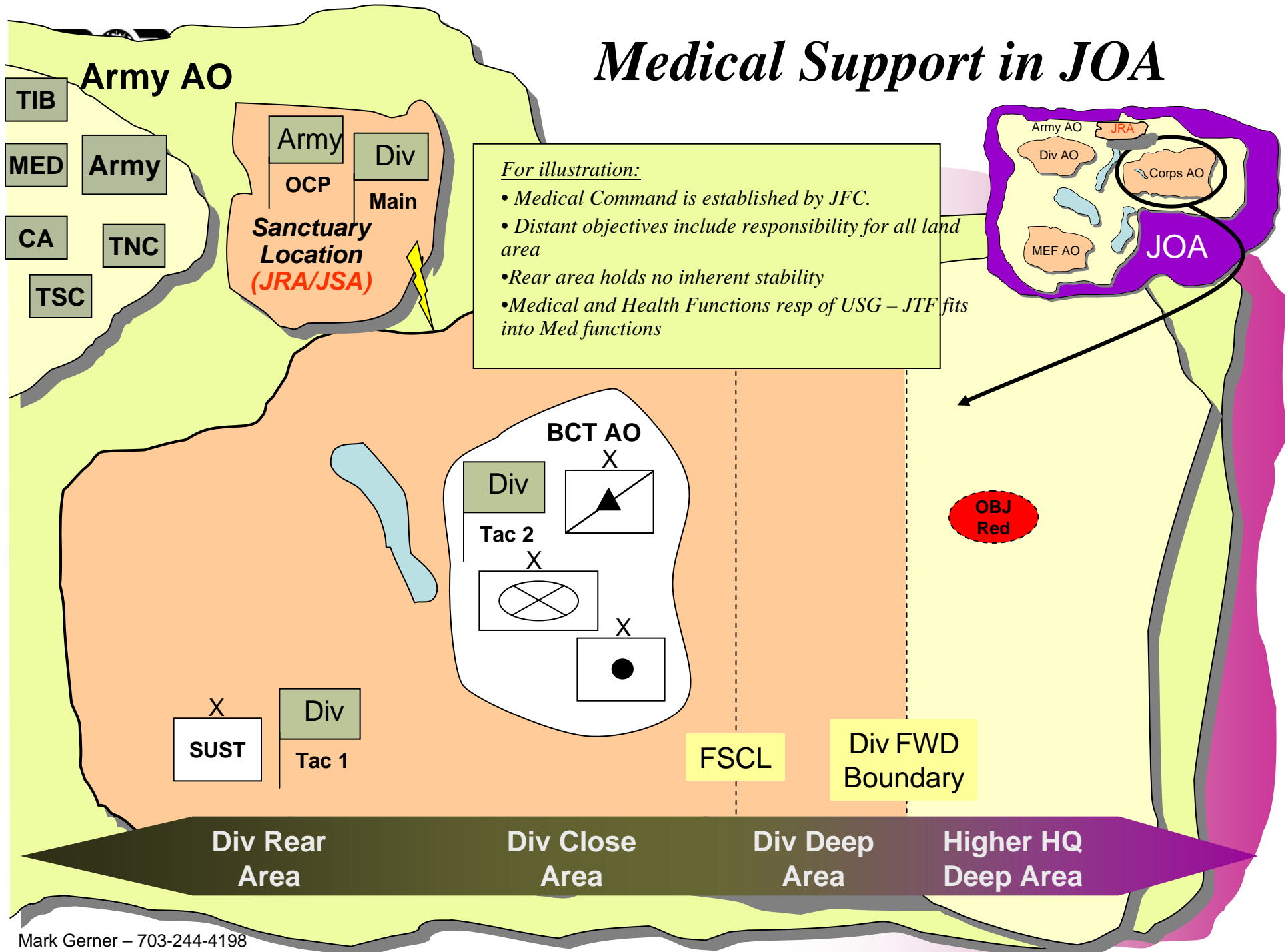
No space left unassigned



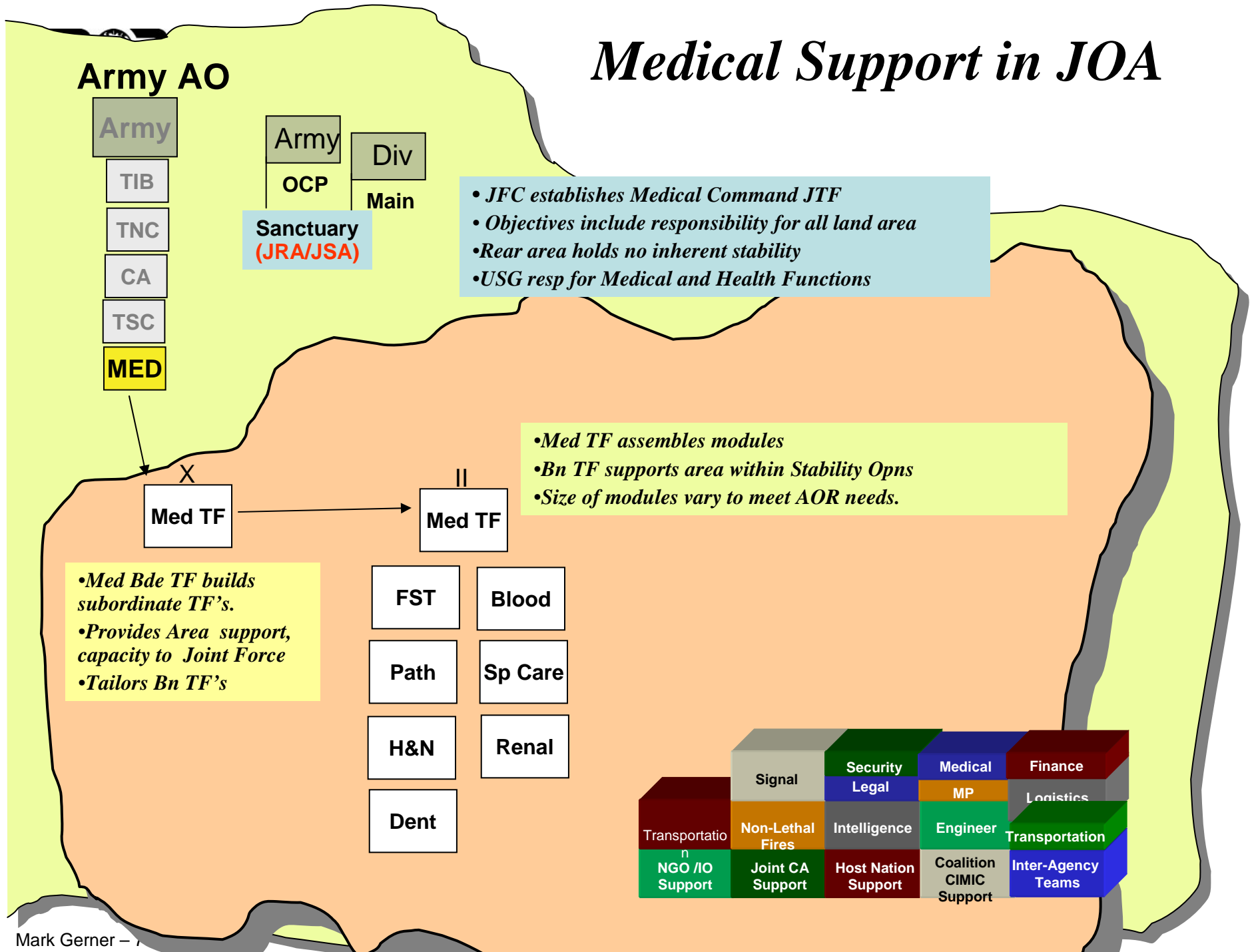
Influence unassigned space



# Medical Support in JOA



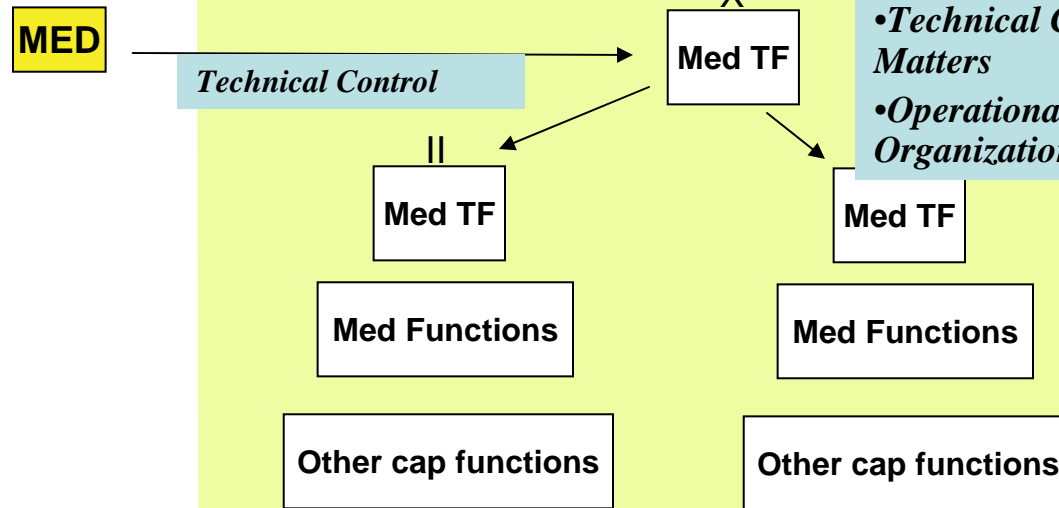
# Medical Support in JOA



# Tailoring – Joint Med Force

- *Medical TF Command established by JFC.*
- *Distant objectives include responsibility for all land area*
- *Rear area holds no inherent stability*
- *Medical and Health Functions resp of USG – JTF fits into Med functions*

- *Operations and Force Provision*
- *Main element for ARFOR*
- *Joint - OGA capable*
- *Applies Other capabilities icw medical other medical functional to plan and execute Stability Opns tasks.*
- *Area coverage*
- *Technical Control Over All Medical Matters*
- *Operational Control over Task Organizations*



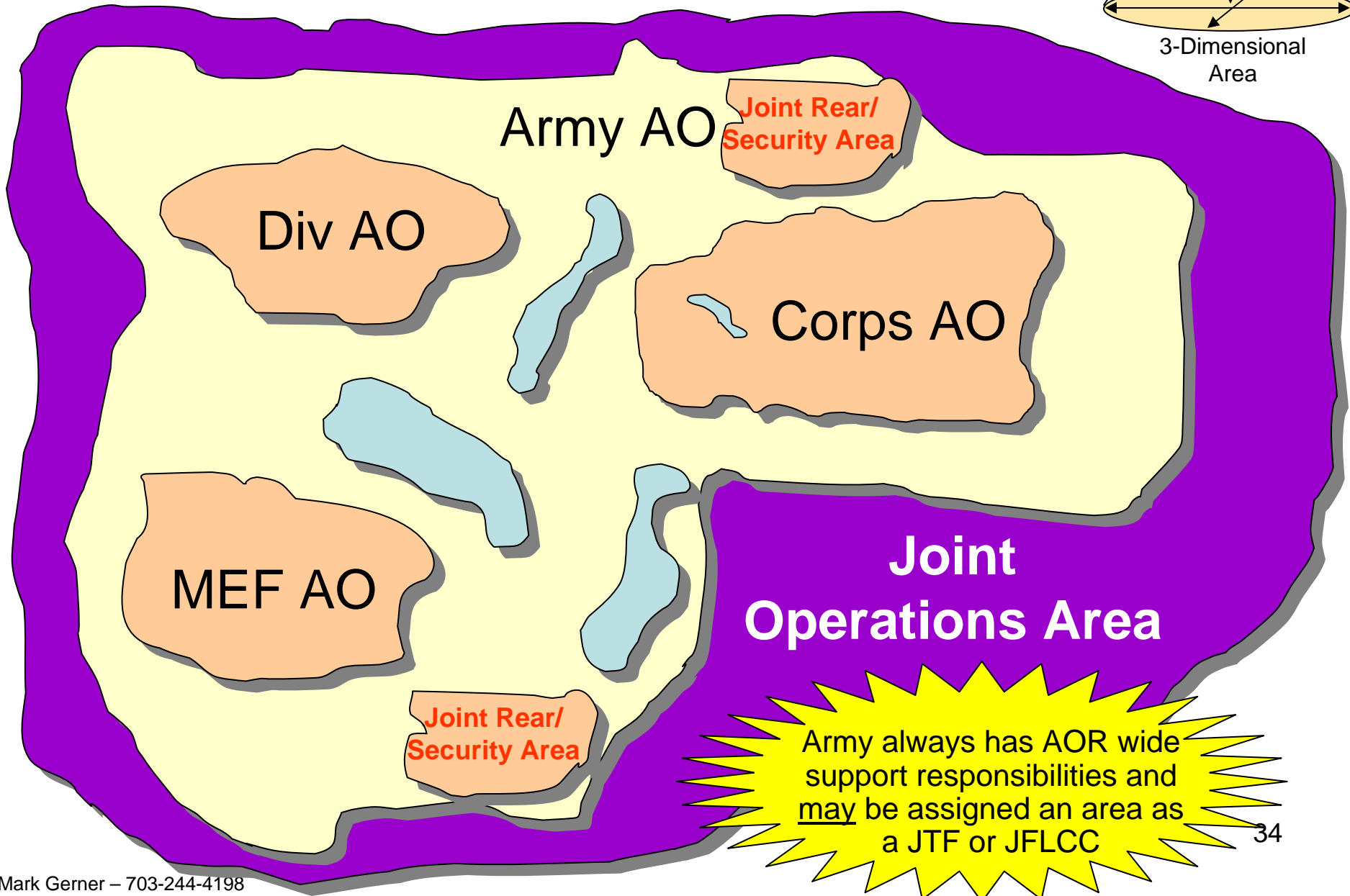
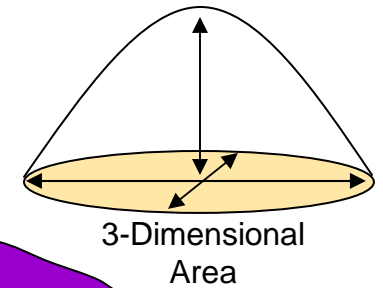


# *Army Reserve into Stability Operations*

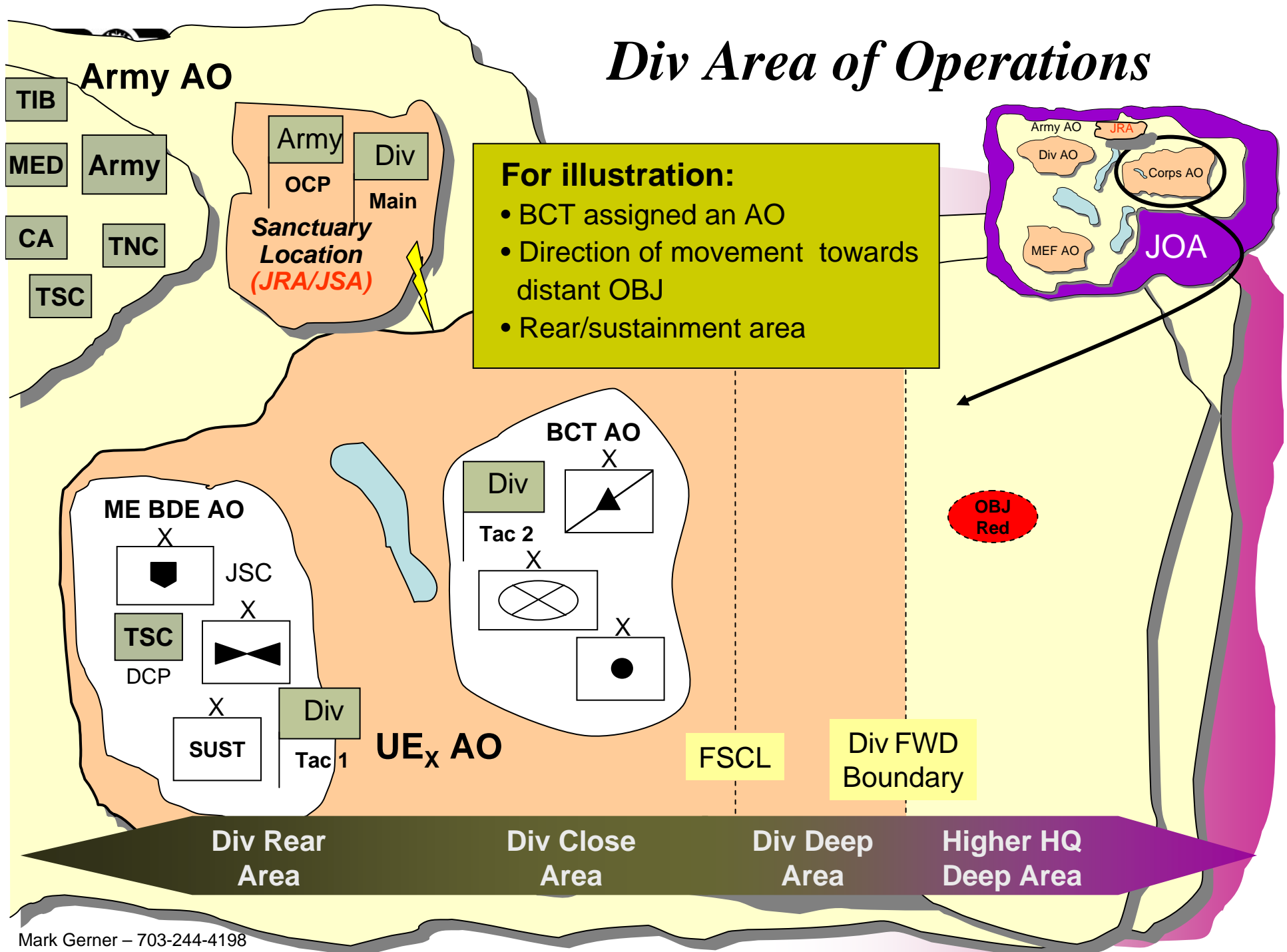
- *Tailor the modules for Stability Operations Functions*
- *Array capabilities in time, apply building blocks*
- *Packages for rotations, or assign them to the theater force and subtract them from the force pool*
- *Functional commands into modular, adaptable designs, capable of responding to the Army for the full array of offense, defense, and Stability operations.*
- *Force tailoring and force provision through the principles of a new Army doctrine, Army Force Generation. It accounts for equipping and training strategies through cycles of deployments.*
- *Army Reserve capabilities applied in time cycles support Joint and Army Stability Operations – Cyclic Readiness enables training time and preparation*
- *Stability Operations implies changed required capabilities. Service Provides Building and Training of Capabilities (Standard Reference Codes) while Functional Commands provide the depth of organizations (UIC's ) to build the depth to sustain operations over time.*

# *Backup Charts*

# Modular Force Battlespace



# Div Area of Operations



## *Army/ASCC/ HQ*

### *Typical Duties*

*(Not all inclusive, representative only)*

#### **C/JFLCC**

- Assess the Threat & Theater Conditions
- Set the Theater (Ex: Log, C4ISR, Protection, Enablers...)
- Build/Prepare The Ground Campaign Plan
- Receive and Prepare Forces (CJRSOI)
- Fight the Ground Forces
- Transition to Post-Major Combat Operations

#### **Service Component (ASCC/ARFOR)**

- Theater Security Cooperation
- Joint/Coalition Training & Exercises
- Deliberate Contingency Planning
- Advise RCC on any Army/Land issues
- Nominate Army Force Capabilities
- Program & Budget Requests/Execution Tracking

#### **Army Support to Other Services (ASOS)\***

- |                               |                                      |
|-------------------------------|--------------------------------------|
| • Theater Signal Architecture | • Theater Sustainment to Land Forces |
| • Common User Logistics       | • Surface Distribution               |
| • Vet Support                 | • Conv Ammo Mgt                      |
| • Mortuary Affairs            | • Food Safety Service                |
| • Troop Construction          | • Medical Logistics Mgt/             |
| • EPW/Detainee Ops            | • Blood Pgm                          |
| • Ocean Terminal Ops          | • Overland Petroleum Mgt             |
| • Intermodal Container Mgt    | • Water                              |
| • Postal Services             | • Joint Communications               |
| • DOD Customs Insp            |                                      |

*\*Not a separate command function, but duties performed by ARFOR or ASCC*

#### **Administrative Control (ADCON)**

- Task Organization (Organize)
- PERS Admin/GCM Authority/MWR (Man)
- In-Theater Training (Train)
- Theater Maint Programs/Coordination of External Support (Maintain)
- Sustainment/Distribution (Supply)
- Construction/Real Property
- Reception, Staging, Onward Integration

# Capability in Packages

*Expeditionary / Regional Focused Forces*

73 BCT / 18 DIV / 5 RCC

Area of Responsibility				
PACOM / USARPAC	CENTCOM / ARCENT	SOUTHCOM / USARSO	EUCOM / UASAREUR	AFCOM

